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15 May 1961

MEMORANDUM FOR: Mr. Paul A. Borel, Chairman, CODIB

SUBJECT : Random Thoughts on Intelligence Information Processing Systems

1. It would appear to me that a concentrated effort on making our present systems work more effectively is the only logical preliminary step toward an overall "plan of the future." We cannot it seems to me decide on an overall plan until we know the present systems - with their good and bad points - thoroughly.
2. Outside contractors do not have the time to study completely the intelligence collection, reporting, dissemination, indexing and filing systems so as to determine their complex inter-relationships and the emphasis required on the various phases. It would appear to me that the "operating" people within the intelligence community should be continually studying the systems in being so as to improve all operations and tend toward the attainment of the target objectives of efficient collection, dissemination, storage and retrieval. We can't arrange to collect specific information say within 24 hours and then take several days to disseminate, index and store it for retrieval; we can't have such a complicated system that overwhelms the analyst in response to his requests with thousands of references or images or documents.
3. Our objective at times seems to be one system or one index or one computer to solve all our problems. In this intelligence business are many different offices with many different purposes and each may require its own specialized collection, dissemination, indexing or storing system. It would be highly proper to merge those that can be combined, but some might be more efficiently handled if kept separate. For instance, it would seem illogical to merge the index to "markings" intelligence with the Intellofax System; it would also seem inefficient to merge the indexing of biographic intelligence and graphics material with the Intellofax System.
4. The objective naturally is to better serve the analyst and where machines can help us do this more efficiently they should be used. I don't think the machines should limit in any way the service needed by the analyst.

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